



2022 - 2026 STRATEGIC PLAN

Saving Lives at Scale through Country-Led, Digitally-Enabled Community Health Systems

About Living Goods

Since 2007, Living Goods has worked to save and improve children's and women's lives in resource-constrained communities. We support community health workers (CHWs) in Burkina Faso, Kenya, and Uganda as they go door-to-door educating, assessing, and treating families for critical health issues, with a focus on optimizing their performance using digital tools and data. CHWs are trusted neighbors with basic health training who live in the communities where they work — enabling them to overcome cultural, geographic, and linguistic barriers, while effectively addressing a wide range of basic primary care and preventative health needs.

Living Goods has proven that our approach to supporting CHWs in partnership with governments has a lifesaving impact for vulnerable populations, especially during times of crisis. We have reached significant scale with more than 12,000 CHWs serving 6.7 million people at the end of 2022. We have also remained cost-effective as we've scaled and progressively increased our impact, adding new family planning and immunization interventions on top of CHWs' original focus on maternal health and childhood illness. Our approach has

been validated by two randomized controlled trials that found at least a 27% reduction in child mortality; endorsed by industry leaders such as Skoll, GiveWell, the TED Audacious Project, and Trinity Challenge; and adapted by partners across varied contexts.

Overview of Our Strategic Plan

Living Goods' 2022-2026 strategy focuses on delivering high-quality, digitally-enabled community health care sustainably at scale.

We believe we can best achieve that vision by supporting governments to finance and manage their own digitally powered community health systems, long-term.

Living Goods will thus 1) invest in "learning sites" where we will demonstrate excellence in community health delivery and drive innovations to further optimize CHW performance and outcomes; 2) provide hands-on co-implementation support to government partners to help them adopt and scale high-impact principles and practices, and 3) strengthen the enabling environment through national-level support on frameworks, policies, and tools so that CHWs have the political buy-in and structures needed for their success.

By 2026, we plan to:



Scale our reach to **18,000** digitally equipped CHWs and supervisors



Significantly improve health outcomes for **9.7 million** people in three countries



Reduce under-five child mortality by at least **10-15%** where we work



Avert **950,000** unintended pregnancies through family planning initiatives



Ensure **cost-effectiveness** at <\$2,500 per CHW and between \$3-\$4 per patient annually



Unlock **~\$43M** in government and partner co-financing for implementation support.

The Challenge

Half the world lacks access to basic health care, with 5 million children dying every year from treatable and preventable diseases. Across Sub-Saharan Africa, public health systems often struggle to meet the needs of the people they serve. Barriers include shortages of skilled health workers, a lack of affordable drugs due to frequent stockouts, and long distances to health facilities. These challenges are often more common in the hardest-to-reach rural communities at the “last mile.”

This is where the vital services of CHWs come in. **CHWs are proven to dramatically expand access to health care and save millions of lives — far faster and less costly than facility-based care alone.** But, too often, community health is under-funded and treated as an afterthought. By better supporting digitally equipped CHWs to deliver high-quality care, there is an opportunity to bridge this gap and ensure families can lead healthy lives and reach their full potential.

Living Goods' Solution

Through our work in community health, we have learned that CHW systems need the “DESC” approach to be highly effective. Every CHW we support is:



Digitally-Enabled

CHWs & supervisors are given digital tools to collect data and guide provision of high-quality care.



Equipped

CHWs are trained and equipped with skills, tools, and the essential medicines they need to do their jobs well.



Supervised

Dedicated supervisors coach CHWs and closely monitor their performance.



Compensated

CHWs are compensated for their work, which helps ensure their motivation and engagement.



The DESC Approach

Leaning on our years of expertise providing digitally enabled community health, we are well-positioned to work with governments to deliver the solutions they seek to implement. **The COVID-19 pandemic has also presented a unique opportunity for health systems to leapfrog to digital health platforms** that can dramatically improve health care access and outcomes for patients, lower costs for providers, and detect and respond to outbreaks earlier and more effectively. We have an opportunity to help many more people by responding to this growing appetite for digitization.



Our Three-Pronged Approach



Strengthening delivery through learning sites

Living Goods operates “learning sites” where we: 1) deliver high-impact health services serving millions of people, 2) innovate to drive continual improvement and enhance our approach, such as by testing new health interventions, and 3) showcase what’s possible within government community health systems and build evidence to advocate for the effectiveness of CHWs. We directly manage and finance all DESC elements in these sites.



Providing co-implementation support

Living Goods works side-by-side with governments through on-the-ground “co-implementation support” to help them replicate and scale evidence-based best practices, strategies, and digital tools drawn from our learning sites. In these government-led sites, we collaborate on the implementation and funding of the DESC elements, with increased government ownership over time.



Shaping the enabling environment

Living Goods works with national governments to create the conducive environments and sustainable conditions that CHWs need to effectively operate. This includes influencing the development of policies and guidelines that infuse DESC and other best practices in community health, and mobilizing government funding for nationwide implementation. With governments moving towards digitization to improve real-time data collection and decision-making, we are also supporting the digitization of national community health systems in Burkina Faso and Kenya and linking them to national data systems for comprehensive digital structures.

Where We Will Work



BURKINA FASO: We launched a learning site in 2022 with **200 CHWs** and hope to scale implementation support **by 2026**. We are also supporting the national government to design and implement a context-specific digital health tool for its **18,000 CHWs** as part of an enhanced performance management approach enabling the use of data for decision-making.



KENYA: We will maintain a learning site to experiment and innovate, and provide implementation support in six counties **by 2026**. We are also supporting the development of a national electronic community health information system that will be interoperable with all levels of the national health system, which will ultimately support the country's entire **95,000 CHW** workforce and help improve health outcomes at scale.



UGANDA: Uganda will serve as a scaled learning site to test new innovations while we continue to strengthen the enabling environment. The level of investment in Uganda will depend on the funding available and enabling environment, and we aim to continue to support a steady number of **CHWs** throughout the **5 years**.



New Countries: Living Goods will only enter additional countries under this plan if there is dedicated, longterm funding, over and above the funding required to reach its goals in Kenya, Uganda, and Burkina Faso.

Partnering With Living Goods

Partnerships are at the core of everything Living Goods sets out to achieve, allowing us to expand our reach and leverage resources that advance our vision of universal health coverage. Our partners in government, donors, and like-minded health and digital organizations are critical resources in our ambitious agenda to strengthen health systems and ensure that CHWs are well-supported. **We invite your partnership in making our vision a reality over the next five years.** If you are interested in discussing ways to get involved, please contact us at info@livinggoods.org.

